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WINNING GRANTS

STEP BY STEP

About the *Alliance* for Nonprofit Management

The first edition of this workbook was developed by the Support Centers of America and published in 1995. Since that time, the Support Centers undertook a successful merger with the Nonprofit Management Association (NMA) and the Technical Resource Consortium (TRC), forming the *Alliance* for Nonprofit Management. The *Alliance* is pleased to present this second edition of *Winning Grants Step by Step* to help nonprofit staff and volunteers prepare better, more powerful, and more convincing grant proposals.

The *Alliance* for Nonprofit Management is a professional association of individuals and organizations devoted to improving the management and governance capacity of nonprofits in order to help build their power and impact.

Alliance members include management support organizations (MSOs), individual professionals, and a range of national and regional, umbrella, research and academic, publishing, and philanthropic organizations that provide technical assistance (training and consulting) to nonprofits. By “raising the bar” on quality among its members and its members’ clients, the *Alliance* provides leadership in the enhancement of a broader vision—one of stronger, healthier communities, civil engagement, and civil society.



MIM CARLSON

WINNING
GRANTS

STEP BY STEP

Second
Edition

THE COMPLETE
WORKBOOK FOR

PLANNING ☒

DEVELOPING ☒

WRITING ☒

SUCCESSFUL PROPOSALS




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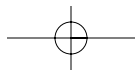
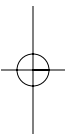
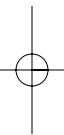
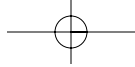
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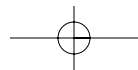
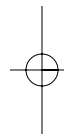
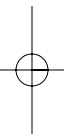
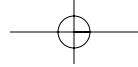
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The Jossey-Bass
Nonprofit and Public Management Series



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Acknowledgments

This workbook is a product of working with nonprofit staff and volunteers in the area of fundraising and, more specifically, grantseeking. *Winning Grants Step by Step* augments the wide variety of workshops, clinics, and consultation available on the art of proposal writing. We believe it is a useful tool that can offer assistance and insight to both the novice and experienced grantseeker. Thanks are due to the many people who contributed directly and indirectly to this second edition, both those involved primarily with grantseeking and those who are grantmakers.

About the Individuals Who Made This Book Possible

Several individuals deserve special mention. The primary author of this effort is Mim Carlson, a nonprofit management consultant who has written and reviewed hundreds of proposals in her twenty-five years of working in the sector. She has also taught proposal writing in nonprofit certificate courses at universities throughout the San Francisco Bay Area. We are indebted to Mim for agreeing to lead this project.

Three other individuals made significant contributions to the first edition, and their ideas continue to be valid in this new workbook. They deserve special thanks for their time and energy: Jan Masaoka, executive director of CompassPoint Nonprofit Services (formerly the Support Center for Nonprofit Management), contributed much to the budgeting section; Jane Arsenault, executive director of the Support Center of Rhode Island, developed and wrote the section on evaluation; and Rick Smith, formerly

xii Acknowledgments

the national executive director of the Support Centers of America, contributed his knowledge of proposal writing and offered regular editorial guidance to the first edition.

This second edition contains more examples of proposals than the original. On the accompanying CD are examples of general support, capacity building, staff salary, and special project proposals and also examples of letters of intent. Debbie Wu, Kathy Lim Ko, and Emily Goldfarb are the talented authors of these proposals and are generously sharing them so future grantseekers can use them as models.

Several grantmakers were interviewed for the second edition, and we are grateful to Judi MacMurray for her work in conducting the interviews and seeking out excellent information.

Hundreds of nonprofit grantseekers, through their participation in proposal-writing workshops, have helped inform us about the many facets of grantwriting and the diverse needs of grantseekers. To all of them we owe special thanks.

And finally, we wish to acknowledge the Grantsmanship Center for its pioneering work in the development of a widely accepted grant proposal framework for nonprofit organizations and grantmakers. This work has served the sector well for over two decades and remains a strong foundation for the universe of current and future grantseekers.

About the Grantmakers Interviewed

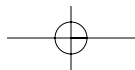
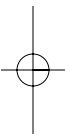
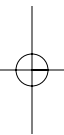
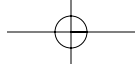
Included in this second edition is the wisdom of grantmakers from a wide variety of foundations. It made sense to us to go to the source for information to help grantseekers prepare a winning proposal. We are indebted to the following grantmakers for their valuable insights that will help nonprofits develop strong and successful proposals: Tom David of the California Wellness Foundation, Margie Fine of the Unitarian Universalist Veatch, Ellen Friedman of the Tides Foundation, Elan Garonzik of the Charles Stewart Mott Foundation, Paula Morris of the Horizons Foundation, Lina Paredes of the Liberty Hill Foundation, and Frank Sanchez of the Needmor Foundation.

We purposely chose a variety of funders with differing missions and program staff who would give us a range of opinions. These foundations have varied giving patterns and interests and provide grants that range from \$500 for donor-advised funds to over \$250,000 for international groups.

Acknowledgments **xiii**

We spent several hours talking with these grantmakers and found them all genuinely interested in helping grantseekers create strong proposals in order to be successful in fulfilling their nonprofits' missions.

Throughout *Winning Grants*, you will find the wisdom of these grantmakers. They are quoted directly, and their ideas also inform the main themes of the workbook. We suggest you pay careful attention to what they have to say.



How to Use This Workbook

Winning Grants Step by Step will improve your ability to turn an idea that requires funding into a proposal that merits funding. It is a workbook with a step-by-step approach to successful proposal development, whether for a community nonprofit organization, an educational institution, a hospital, or a research facility—or for yourself. Its exercises are designed to help you develop your proposal planning and writing skills and meet the requirements of both government agencies and private funders.

Winning Grants Step by Step is designed for those with limited experience in preparing proposals, whether they are staff or volunteer members of nonprofit organizations, people aiming to enter the nonprofit world, or individuals seeking funding for their own creative projects. The process used in this workbook is specific to program and project funding, although you can easily adapt it to seek general support and other types of funding.

The basic idea behind *Winning Grants Step by Step* is that your proposal must reflect a well-planned project and that grant resources given to you should be used wisely. Funders should see that your project is meeting a genuine community need and that it is doing so at a reasonable cost. One of the most common flaws grantmakers find in proposals is lack of clarity about what the nonprofit group is trying to achieve, the importance of the need, and the plan for meeting that need cost effectively.

Prior to actually writing the proposal, you must have a good idea that is of interest to funders. Step One of this workbook helps you determine what ideas may be fundable. After the proposal idea is identified and determined to be fundable, a plan should be developed for implementing the idea. For the purposes of this workbook, you will plan the project as you develop various proposal components.

xvi How to Use This Workbook

Step Two helps you introduce your project to possible funders and also helps you develop a long and friendly relationship with them. Although the primary purpose of this book is to help you write a winning proposal, building funder relationships is also a critical step in getting a grant.

You will develop your idea into an effective proposal using Steps Three through Eleven. The final action of submitting your proposal and continuing a relationship with the funders receiving it is covered in Step Twelve.

Resources A, B, and C, at the end of the workbook, will help you identify interested funders and secure funding by targeting your proposal to meet their priorities. Resource C, for example, evaluates a sample proposal through the funder's eyes, giving you an idea of what happens to your proposal once a funder receives it. Resource D is a bibliography of guides, directories, and Web sites.

Throughout this workbook you will find examples that show how the different steps might be carried out by an organization. The proposal used in these examples concerns a project of a Meals on Wheels consortium serving meals to frail elders. The consortium is similar to an existing one, and the project is representative of one the real organization has discussed implementing.

Additional sample proposals are included on the CD-ROM that accompanies this book. You will find examples of general support, capacity building, and technology equipment proposals. All these proposals were funded. The CD-ROM also contains the worksheets from the book displaying the CD-ROM icon identifier. The worksheet files may be filled out electronically or used as templates to be customized as needed. Further information on how to run the CD-ROM is located at the end of the book.

The best way to use *Winning Grants Step by Step* is to go through it from beginning to end. This workbook is unique because it is structured to follow the process normally used when preparing a proposal; you can—and should—develop a proposal of your own as you read the book and complete the exercises. Remember, there is no real mystery to preparing successful proposals. They simply take good planning, good writing, good research, and an approach that is geared to your prospective funder with whom you have developed a good relationship.